

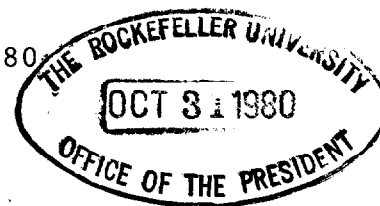
↓ Howard

## faculty of library science

university of toronto

140 st. george street  
toronto, ontario M5S 1A1  
room 606

October 27, 1980



Dr. Joshua Lederberg,  
President,  
The Rockefeller University,  
New York,  
N.Y. 10021,  
U.S.A.

Dear Dr. Lederberg:

It was with great excitement that I read your letter and enclosures relating to organizational structure, communication, innovation, etc. The description of the structure of the Rockefeller University is very useful. Many of the interests you describe are also mine. For instance, my doctoral dissertation (Rutgers, 1977) dealt with the relationship between complexity, centralization, formalization, and stratification and the rate of innovation in academic libraries. The work was based on Hage and Aiken's longitudinal research at the University of Wisconsin on organizational variables in sixteen social service agencies and their rate of innovation.

I, too, am in a new career. Previously I was a practitioner and library administrator in government, special, and academic libraries. This new role of teacher and researcher is extremely satisfying. I teach a required first year course in library administration (the Canadian M.L.S. requires two academic years of study), and second year courses in personnel administration and science literature for the specialist. In addition I am involved with three doctoral students: as thesis committee member, designing and teaching a student's major course in scientific literature, and being thesis advisor for a student who is doing research on collective bargaining for academic librarians.

I thank you very, very much for your interest - and action. They have given me an intellectual lift which came at a propitious time.

Cont...

When I am next in New York I would very much like to accept your invitation to meet some of your colleagues. The next trip will probably be in March to attend the 1981 Online Conference.

Sincerely,

A handwritten signature in cursive script that reads "Helen Howard".

Helen Howard  
Associate Professor

HH/mc